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AUTHOR Konnert, M. William; Augenstein, John J.
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ABSTRACT

The basic purposes of this book are to provide information for individuals seeking their first superintendency and to help incumbents improve their leadership skills. Since an overall perspective is essential, part 1 provides a brief history of the superintendency, followed by a presentation of a big picture perspective and a discussion of organizational dynamics, the superintendent's changing role, quality of work life issues, and the emergence of female administrators. Part 2, which discuses the superintendent as school system leader, is presented in four sections. The first section traces the history of leadership and discusses the uniqueness of the superintendency as compared to other administrative positions within the school system. The second section addresses the importance of a superintendent's personal philosophy in providing school system leadership. The last two sections identify essential personal and professional leadership competencies. Part 3 discusses the processes of preparing for, obtaining, and leaving a superintendency, and part 4 considers what is necessary for maintaining one's health, happiness, and sanity while serving as a superintendent. The book concludes by suggesting the synergism and excitement awaiting the superintendent of the nineties. An index and numerous chapter references are included. (MLH)

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